But although the unsuspected blow was difficult to achieve in the Great War, it was attainable. Both sides were able to spring surprises on each other, in regard to the time and place of their attacks, the disposition of their forces, and the weapons they employed. And it is noteworthy that the *Battles without* crucially successful operations of the War *mKndecuwe* were mainly those where one side was not expecting an attack, or at least was unprepared for the enemy's offensive in the matter of its time, its place, or the weapons or weight of troops used. Where each side was fully alive to what the other might be expected to do, and had made such preparation as it could to meet attack, the general result was an indecisive and sanguinary struggle, with no appreciable gain or loss of territory, and no dramatic collapse of the defending troops.

There were many such bloody battles, yielding indeterminate gains. On the other hand, the most striking movements and notable victories were secured with the aid of at least some determining element of surprise.

It is quite impossible to conceal from the enemy every movement on a great scale, but a resourceful General can at any rate organise his *One-way* activities behind the lines in such a way as ™*llied Generals* to confuse even an intelligent enemy. If he has any knowledge of the mentality of the opposing General—and no man ought to be allowed to

lead who does not possess supreme psychological gifts—his task is an easy one. When Joffre, Nivelle and Haig commanded on the Western Front, it needed no special genius to discern the trend of their one-way minds. They were each persuaded at all times that the enemy could not spare a battalion out